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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Progress in the implementation of the global field support strategy

Report of the Secretary-General

Summary

The report of the Secretary-General on the global field support strategy (A/64/633) outlined a five-year process to transform the delivery of support services to United Nations field missions. In its resolution 65/289, the General Assembly recognized the challenges faced by the Organization in providing logistical, administrative and information and communications technology support for peacekeeping operations, and recalled paragraph 143 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/65/743) noting the intention of the Secretary-General to provide more information on the impact of the strategy, including a fuller picture of costs, achievements and benchmarks.

In its resolution 64/269, the Assembly requested the Secretary-General to submit an annual progress report on the implementation of the global field support strategy, detailing the status of each initiative, including:

(a) A timeline showing key activities, milestones and project deliverables;

(b) Benchmarks and baseline information on current activity levels, resource requirements, quality of services and the tools used for measuring efficiency gains and monitoring progress;

(c) Achievements in such areas as service delivery improvements, efficiency gains, cost savings and reductions in vacancy and turnover rates;

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(d) A full update on the actual costs incurred and administrative overheads related to the implementation of the various initiatives;

(e) Information on the quality of services provided to the military, police and civilian components and a determination of the methods for monitoring the impact of the implementation of the strategy on the quality of the services provided;

(f) An assessment of the adequacy of governance and management arrangements.

The present report describes results achieved during the first year of the five-year implementation timeline of the strategy. Since the adoption of resolution 64/269, considerable progress has been made:

- The first service package for a 200-person camp has been finalized in close collaboration with Member States
- New functions have been identified for consideration by Member States to be transferred to the Global Service Centre
- The Regional Service Centre at Entebbe, Uganda, is moving forward with the analysis of financial and human resources functions with a view to their transfer from participating missions
- The standardized funding model approved by the General Assembly will be implemented in the context of the first full-year budget for the United Nations Mission in South Sudan
- The human resources framework is advancing in close coordination with the Office of Human Resources Management

In accordance with section VII, paragraph 91, of resolution 65/289, consolidated information on the financial and human resources provided by client missions to the Regional Service Centre and on the shares of the resource requirements for the individual client missions will be provided in their respective budget proposals. Information on the vacancy rates, expenditures and budget performance of the Centre will be presented in a separate report for the consideration of the General Assembly.

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I. Introduction

1. The global field support strategy is aimed at enabling timelier mission start-up and improving support to mission operations, pursuing economies of scale where possible and appropriate. To achieve this objective, an integrated service delivery model that promotes greater accountability and transparency is being implemented.

2. In its resolution 65/289, the General Assembly expressed its appreciation for the efforts made by the Secretary-General to present an integrated approach to enable more timely mission start-up and deployment and to improve quality, efficiency, and economy of scale in the delivery of services to field missions. It also expressed its appreciation for the inclusive and participatory approach taken in developing and implementing the global field support strategy, and encouraged the Secretary-General to continue to intensify close consultation with Member States, in particular troop- and police-contributing countries, in its implementation.

3. In its resolution 65/310, the General Assembly endorsed the report of the Special Committee on Peacekeeping Operations (A/65/19), which recognized the work being done by the Secretariat on components (pillars) of the strategy: a financial framework, predefined modules and service packages, service centres, both global and regional, and an integrated human resources management framework. The Special Committee reaffirmed the need for an integrated approach, including clear management frameworks, reporting lines and accountability arrangements focused on responsiveness to mission requirements.

4. Responding to the request by the General Assembly for an annual progress report, to the recommendations and observations of the Advisory Committee on Administrative and Budgetary Questions, as endorsed in resolutions 64/269 and 65/289, and to the recommendations of the Special Committee (see A/65/19), the present report provides information on the impact of the strategy and presents a fuller picture of costs, achievements and benchmarks.

5. Implementation efforts have focused on three key aspects: (a) accelerating benefits and introducing efficiencies; (b) introducing, evaluating and reinforcing governance structures; and (c) supporting the shift to the field-focused provision of services.

6. As observed by the Advisory Committee in its report (A/65/743, para. 144) the implementation of the new service delivery model should lead to higher quality of service, streamlined business processes and improved working methods and result in the optimal use of resources and the realization of efficiency, including reduced staffing requirements. Sixteen months into its implementation, the new model has shown results in terms of improved and faster delivery of services to the missions. Given the security environment in many missions, the global field support strategy has reduced the mission footprints by lowering the number of support staff whose work is not location-dependent. Sections IV to VII of the present report provide information on the status of the implementation of the four pillars. In order to achieve the optimal use of resources and realize efficiency gains, including reducing staffing requirements, a functional shift is required that refocuses the efforts of Department of Field Support headquarters, global and regional service centres and field mission support components.

II. Governance and implementation coordination framework

7. The first report of the Secretary-General on progress in the implementation of the global field support strategy set out the governance and management arrangements established to respond to mandated intergovernmental reporting and consultation requirements and to address the needs of field missions and stakeholders (A/65/643, paras. 4 and 5). The Advisory Committee expressed the view that the governance mechanisms put in place constituted a good basis for consultations with Member States and for managing the required change, and its expectation that a fuller assessment would be undertaken with the benefit of further experience (A/65/743, paras. 148 and 149).

8. Senior management of the Department of Field Support has assessed the governance framework created to underpin the implementation of the global field support strategy. The validation of this framework entails the undertaking of regular evaluations with all stakeholders, including field mission directors and chiefs of mission support, in order to gauge its effectiveness. As a result, the leadership of the Department endorsed the established governance framework as effective in managing the implementation of the strategy.

9. In order to strengthen resource stewardship and accountability, key performance indicators are being introduced to support implementation. On the basis of the preliminary work undertaken with the Board of Auditors during its review of the global field support strategy, the leadership of the Department of Field Support decided that the introduction of key performance indicators for the strategy will be expedited and reported on in the context of the third progress report.

10. Furthermore, in accordance with resolution 64/269, the Office of Internal Oversight Services (OIOS) is conducting an audit of the management of the implementation of the strategy, including its governance structures, to be submitted to the General Assembly at the second part of its resumed sixty-sixth session. The findings of both of those audits will inform the ongoing evaluation of the global field support strategy governance framework. The internal evaluations of the governance framework will be strengthened by the independent audits conducted by OIOS and the Board of Auditors. In terms of next steps, the Department of Field Support will seek the support of OIOS in developing a logical framework model, including the right indicators and data collection methodology.

III. Way forward

11. The next phase of the implementation of the global field support strategy will position the Department of Field Support to strengthen its support for the field by adopting a more comprehensive client-oriented model of end-to-end service provision that horizontally integrates administrative, logistical and information and communications technology services and reflects an evolution away from the prism of these specialist requirements.

12. As a result, Department of Field Support headquarters will increasingly focus on its strategic/oversight roles and on functions involving interactions with Member States, in particular troop- and police-contributing countries, divesting itself of its current transactional, day-to-day activities, as appropriate. The Department will be better positioned to fully deliver on its strategic mandate to conduct integrated

mission support planning and performance measurement in coordination with Secretariat implementing partners. The alignment of the service delivery models of the global field support strategy and the enterprise resource planning project (Umoja) is of fundamental importance. The Department of Field Support will continue to work closely with the Umoja team so as to ensure that the implications of operating under new processes in the Umoja environment and the impact of new staff roles as defined in the Umoja business processes are fully taken into consideration. Alignment will also be sought in the timing of the implementation of the strategy and the deployment of Umoja.

13. In paragraph 24 of his report on the global field support strategy (A/64/633), the Secretary-General noted that the support model proposed did not change the reporting and collaborative frameworks or organizational structures, responsibilities and relationships of Secretariat implementing partners. This tenet was underscored by the General Assembly in resolution 64/269, in which it emphasized the importance of preserving unity of command in missions at all levels as well as coherence in policy and strategy and clear command structures in the field, up to and including at Headquarters.

14. Within the governance framework of the global field support strategy, the strategic role of the Department of Field Support will further evolve so that it works closely with Secretariat implementing partners (specifically, the Department of Management and the Office of Information and Communications Technology) to incorporate their strategies into field-specific implementation plans, while ensuring overall alignment with and adherence to the rules and regulations of the Organization.

15. The global field support strategy support model does not change the reporting and collaboration frameworks of the Department of Peacekeeping Operations and the Department of Political Affairs; rather, it is designed to improve and strengthen the relationships between the Department of Field Support and those Departments in delivering improved service to the field in support of mission mandates. The integrated operational teams of the Department of Peacekeeping Operations will continue to deliver integrated military, rule of law/police, logistics and administrative thematic backstopping support within the context of integrated strategic and operational political guidance. It is envisaged that the Department of Field Support headquarters team will enhance its support to improve interaction with the integrated operational teams to meet those objectives through better functional planning to support the integrated mission planning of the teams.

16. In the case of Department of Political Affairs-led special political missions, the Department of Field Support has established a focal point within the Office of the Under-Secretary-General that will carry out integrated planning and control of special political mission support and backstopping operations within the framework of the service-level agreement between the Department of Political Affairs and the Department of Field Support of December 2010. The focal point will consider the projected operations and specific situational context of each field-based special political mission, estimate the total mission support backstopping workload required and develop individual backstopping arrangements tailored to the needs of each mission. The results of the analysis will be used by the Department of Field Support to inform its strategic support plans and requests for backstopping resources, which will be communicated to the General Assembly as part of annual overview reports

and budget submissions. Decisions taken by the General Assembly during the main part of its sixty-sixth session in the context of its consideration of the report of the Secretary-General on the review of arrangements for funding and backstopping special political missions (A/66/340), submitted pursuant to resolution 65/259 (sect. XIII, para. 7), will also need to be taken into account in this regard.

17. In proposing the creation of the Department of Field Support, the Secretary-General, in his comprehensive report on strengthening the capacity of the United Nations to manage and sustain peace operations (A/61/858 and Corr.1), identified the need to respond to the growth and complexity in United Nations peace activities and operations, highlighting persistent patterns that hindered mandate delivery. In paragraph 12 of the report, referring to strategic management, regular evaluation and review, building a risk management and doctrinal framework of policies, procedures, training and other forms of guidance and preparing qualified, trained staff in all areas, the Secretary-General noted that field missions depended on Headquarters to fulfil such responsibilities, and that when it was unable to do so, the missions suffered greatly. He also noted that a vicious circle continued to be perpetuated whereby Headquarters was overwhelmed with detailed operational issues that should be delegated to the field missions but could not be because they had not been properly equipped to assume such authority. In paragraph 157, the Secretary-General further noted that, notwithstanding their relatively smaller size and scope, special political missions must be seen as a significant additional component of the work of the then-proposed Department of Field Support. Addressing these challenges, the global field support strategy reinforces the division of labour and the relocation of functions on the basis of the organizing principles outlined in the strategy proposal (A/64/633).

18. As instructed by the Advisory Committee and with a view to arriving at an end-state vision, the Department of Field Support is undertaking an analysis of existing functions in order to further clarify and strengthen lines of accountability and responsibility within the Department in accordance with the organizing principles.

19. As a fundamental step in this analysis, OIOS supported the Department of Field Support in a control self-assessment exercise to obtain the views of Department staff in the following areas of strategy implementation: (a) key implementation risks; (b) current controls aimed at mitigating risks; (c) weaknesses or gaps in implementation controls; and (d) the need for additional controls to assess residual risks. OIOS gathered the views and opinions of Department staff, including field staff, through a survey and 70 detailed interviews. An action plan has been defined and is being implemented to address identified risks.

IV. Financial framework

Objectives

20. The financial framework of the global field support strategy strengthens the ability of the Organization to deploy rapidly in challenging circumstances by expediting access to funding, while improving financial management through greater budgetary discipline, delivering an increased capacity to focus on critical start-up activities and strengthened operational integration and accountability. A

standardized funding model was presented to the General Assembly at its sixty-fifth session (see A/65/696 and Corr.1) for the first year of a mission's operations.

Observations and guidance of the General Assembly

21. The General Assembly, in paragraph 5 of its resolution 65/289, endorsed the recommendations contained in the report of the Advisory Committee (A/65/743), in which the Committee welcomed the Secretary-General's initiative to streamline and rationalize the budgetary process by developing budget proposals for the first year of operation of new start-up missions on the basis of the proposed standardized funding model.

22. In paragraph 90 of its resolution 65/289, the General Assembly recognized the critical role of the Peacekeeping Reserve Fund and the strategic deployment stocks in rapid mission start-up and expansion, and requested the Secretary-General to provide the Assembly with information on the implementation of paragraphs 8 and 9 of section VI of resolution 64/269.

23. The Advisory Committee viewed the establishment of a more realistic start-up budget proposal, based on what is reasonably achievable in the first year of operation, as a positive development, and agreed that this should lead to a reduced level of unspent balances and improvements in budget implementation rates. The Committee noted that it would offer further comments on the applicability of the standardized funding model and make further recommendations on the content, format and presentation of the first-year budget document in the context of its consideration of the first application of the standardized funding model to a start-up mission. The Committee emphasized that it would be necessary to provide full justification for variances in the context of the budgetary proposals for the second financial period (A/65/743, paras. 206 and 207).

Implementation activities, timelines and monitoring of impact: first application of the standardized funding model to a new start-up mission

24. In its resolution 1996 (2011), the Security Council established the United Nations Mission in South Sudan (UNMISS) with an authorized strength of 7,900 uniformed personnel. Pending the presentation of a full budget proposal for the 2011/12 period, initial operations for the period to 31 December 2011 have been supported on an interim basis from funding approved for the United Nations Mission in the Sudan (UNMIS) by the General Assembly in its resolution 65/257 B. This full budget proposal, using the standardized funding methodology, is contained in the report of the Secretary-General (A/66/532). The option of the standardized funding model profile of 10,000 uniformed personnel, deployed in a large area with significant logistical challenges, was considered to be the most representative of the UNMISS 2011/12 start-up operation.

25. Applying the methodology approved by the Member States, the Secretary-General proposes financial requirements derived from recent start-up missions as the basis of what is achievable in the first year of operations in terms of expenditures. To ensure a comprehensive proposal tailored to the specificities of the UNMISS mandate, the report includes major resource planning assumptions, planned outputs (including results-based-budgeting frameworks) and detailed staffing justifications that are specific to the Mission's requirements. The

methodology provides for standardized funding rather than a standardized resourcing approach.

26. Efforts remain focused on ensuring that UNMISS is supported through sufficient guidance and assistance from Department of Field Support headquarters, including through dedicated mission support visits to sensitize key Mission personnel on the standardized funding methodology, support the establishment of resource management systems aligned with the new approach and define key resourcing assumptions within the framework of the model.

Achievements and next steps

27. Lessons learned during the implementation period for the standardized funding model in UNMISS are currently being captured, and a full evaluation will be undertaken at the end of the 2011/12 period. The results will be reported in the next progress report on the global field support strategy and will inform future applications of the model.

28. Early observations suggest that the model has contributed positively to the start-up environment, allowing for the rapid presentation of funding for the full year, immediate emphasis on budgetary discipline and the alignment of resources with a limited funding envelope. By streamlining the efforts to develop a first-year budget submission, Mission personnel are refocusing on managing the establishment and transition of the related missions, UNMIS, UNMISS and the United Nations Interim Security Force for Abyei.

29. The guidance of the Advisory Committee and the General Assembly will be critical, in particular so as to ensure that the requirements for the presentation of start-up budgets are appropriate, given the planning needed to establish full staffing requirements up front (as in the case of UNMISS).

30. Building on the experiences of this pilot, funding models for other phases of a mission life cycle will be developed, possibly starting with the drawdown and liquidation of missions and the start-up of special political missions.

31. In moving forward, focused efforts on streamlining the process by which the Peacekeeping Reserve Fund can be replenished in a manner that supports new and expanding missions while maintaining the highest standards of accountability and stewardship of funding will be pursued.

V. Predefined modules and service packages

Objectives

32. The modularization concept is designed to provide the Organization with the capacity to build up field facilities by leveraging a range of individual basic modules that can be configured to address the specific requirements of different deployments. In accordance with paragraph 13 of resolution 64/269, the development of predefined modules and service packages to improve the quality and expedite the delivery of services to field missions, including civilian response capacities, is occurring in close consultation with troop- and police-contributing countries. Members of the Special Committee on Peacekeeping Operations guided progress and underscored the need for modularization to be operationally focused.

Through iterative bimonthly briefings that began in July 2010, members of the Special Committee provide a framework for the development of predefined service packages and modules that emphasize simplicity, cost-effectiveness, flexibility, scalability, portability and mobility.

33. Under this framework, modules are pre-kitted assemblies of standardized components designed to provide a functional capability (for example, security, accommodation, power generation and so forth). A combination of these modules packaged together and delivered by an enabling capability results in a service package that forms a functional element of a mission's infrastructure. Modules are the smallest units of support elements that can be assigned either as components of a service package or as stand-alone sets required for building peacekeeping facilities. The necessary flexibility in design and composition is built in to deliver adaptable solutions that can be modified according to the on-site realities of differing deployments.

Observations and guidance of the General Assembly

34. In its consideration of the first progress report on the global field support strategy (A/65/643), the General Assembly recalled paragraph 157 of the report of the Advisory Committee (A/65/743), in which the Committee welcomed the overall progress in the area of predefined modules and service packages and recommended that an assessment be made of the implementation of the first module for a 200-person camp to determine whether the desired goals were being achieved, including improvements in quality and timeliness of service delivery to field missions, and provide more details on cost savings and resource requirements, as well as any unforeseen impact.

35. In the context of its review of the first progress report, the General Assembly, in its resolution 65/310, endorsed the report of the Special Committee on Peacekeeping Operations, in which the Committee took into consideration the fact that the first module prototype would be available by June 2011 (phase IA module) and requested the Secretariat to include in the bimonthly briefing the confirmed phase IA of the modularization concept (A/65/19, para. 222).

Implementation activities, timeline and monitoring of impact

36. In accordance with requests of the General Assembly, the implementation activities focused on: (a) achieving the goals identified in the modularization timeline presented in annex I to the report of the Secretary-General (A/65/643); (b) defining key performance indicators and high-level costs estimates for the full project based on the initial analysis of impact; and (c) reviewing and finalizing the five-year timeline for full implementation.

Assessment of the implementation of the first module for a 200-person camp and lessons learned

37. After validation by Member States, implementing partners and field mission specialists, the first modules were made available in June 2011. This benchmark, having been met, an initial assessment of the modules for the 200-person camp showed that reductions in investments in inventories were viable through the standardization afforded by modules. Improved facilities design simplifies maintenance and lower operating costs without having a negative impact on

working and living conditions. Once modularized camps have been introduced into the field, they will provide the baseline against which the effectiveness of a future generation of camps will be assessed.

38. The camp layout and multipurpose design will yield a smaller footprint with better living and working conditions, while introducing important security features, reducing the impact on the environment (for example, wastewater and solid waste treatment in situ and the use of resource-efficient technologies with lower greenhouse gas emissions, such as solar panels, wind farms and biogas). The smaller physical footprint achieved through the co-location of functions and units offers opportunities for consolidating information and communications technology systems and reducing utilities infrastructure and physical movements of personnel and material. With additional experience, further evaluations will be undertaken and the results reported.

39. The design of the 200-person camp and the five-year modularization implementation plan have been completed. An expression of interest notice for enabling capacity has been published. A scope of work for the 200-person camp enabling capacity and services has been programmed for the first quarter of 2012. Several modules (staff accommodation, power supply, waste management, water supply and welfare) are being piloted in the UNMISS start-up. This pilot is being implemented in the new Mission headquarters, to be expanded to regional and county support bases.

Estimates of cost savings and resource requirements

40. **Planning costs**. The cost of prototyping is estimated at $50,000 for items to be utilized in modification and testing during the five-year course of the project. Finalized prototypes will be deployed to the field, off-setting this initial investment cost. The cost of conducting three ballistic tests on hardened structures is estimated at $150,000. On the basis of the pre-global field support strategy experience in constructing high-security shelters in Iraq, it is estimated that the related savings will more than make up for the aforementioned costs in future projected deployments (the United Nations Assistance Mission for Iraq (UNAMI), the United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Support Office for the African Union Mission in Somalia (UNSOA)). Detailed analysis is being conducted.

41. As indicated in the report of the Secretary-General (A/64/633, para. 65), the work of modularizing certain functions into service packages and establishing product sheets and usage instructions will be launched through a review of the strategic deployment stocks and the systems contracts currently available. The configuration of strategic deployment stocks into modules will optimize their usage and mitigate the risk of ageing and obsolete inventory through improved planning. The benefits of modularization are estimated to be much greater than the need to reduce current holdings. With a view to the realization of these benefits, it is proposed that the responsibility for the establishment, replenishment and rotation of strategic deployment stocks, including planning, procedure development and monitoring, be relocated to the Global Service Centre at Brindisi, Italy.

42. **Logistics savings**. The modularization programme is designed to improve planning and forecasting, particularly for start-up or surge requirements. It is designed to mitigate the need for urgent shipping for field deployment resulting

from less-than-optimal material requirement planning. It is estimated, for example, that over the next three-year cycle, a minimum of eight emergency flights to transport material will be rendered unnecessary, resulting in projected savings of $2.8 million.

43. The modularization programme has developed a replicable methodology for the repurposing of containers to provide office and living accommodations adaptable to the security and other environmental conditions, in particular in the start-up/surge phase. Current planning estimates indicate that as a result of this programme, the shipping of approximately 200 sea containers containing prefabricated structures will be rendered unnecessary, yielding savings in sea freight of approximately $1 million.[1]

44. **Installation savings**. Missions are responsible for the implementation of service packages in the field. The enabling capacities developed in the context of the modularization project work under a mission's auspices. Quantifiable benefits are achieved in terms of personnel that a mission does not need to employ in the start-up or surge phases or retain once the mission infrastructure has been built. For example, the initial estimate for a reduction of 30 Field Service staff (at a yearly rate of $150,000) would yield a projected savings of $4.5 million. The estimated cost of the already existing team of 30 Global Service Centre mission support functional experts trained and organized to perform this function is approximately $50,000 a year for mission infrastructure development — factoring in daily subsistence allowance/travel and replacement costs would result in a total cost of $1.5 million. Thus, there would be a net annual benefit of $3 million.

Table 1
Key performance indicators for missions

Goal	*Output*	*Key performance indicator*
• Rapidly deploy missions, facilities and infrastructure	Implemented modularized service packages	Number of service packages and modules deployed per financial year
• Effective use of mission resources in support of deploying facilities	Mission support teams implementing service package installation	Number of mission support teams utilized per financial year in support of intra-mission or inter-mission service package deployments

[1] Estimate derived from number of sea containers from three missions (the United Nations Mission in South Sudan, the United Nations Interim Security Force for Abyei and the United Nations Support Office for the African Union Mission in Somalia) with 20 per cent yield (6,000 containers, of which 20 per cent would be converted to 1,200 individual accommodations, replacing 200 three-module prefabricated structures with similar area as a shared accommodation).

Goal	*Output*	*Key performance indicator*
• Reduced dependency on fuel and vulnerability	Increased use of alternative energy sources and the reduction of fuel consumption	Percentage of energy generated by alternative sources; net decrease in monthly fuel use

Note: Actual value for the key performance indicators will be developed for each mission in accordance with the particular mission realities on the ground and deployment requirements.

Table 2
Key performance indicators for the Department of Field Support

Goal	*Output*	*Key performance indicator*
• Rationalize strategic deployment stocks	Increased turnover of strategic deployment stocks	(Strategic deployment stocks reporting) number of strategic deployment stock turnovers per management category per year
• Align strategic deployment stocks to meet modularization requirement	Revision of strategic deployment stock composition and systems contracts	Percentage of strategic deployment stock line items aligned with modularization which are covered by systems contracts
• Rapidly deploy missions, facilities and infrastructure	Timely authorization for the release of strategic deployment stocks as service packages/ modules	Authority to release issue within 72 hours from request or mandate, per instruction

Table 3
Key performance indicators for the Global Service Centre

Goal	*Output*	*Key performance indicator*
• Readiness of strategic deployment stocks to support modularization	Strategic deployment stock inventory reconfigured and prepared to meet modularization requirement	Readiness to deploy equivalent of 5 x 200-person camps and 50-person expeditionary kit

Goal	*Output*	*Key performance indicator*
• **Establish training package for mission support teams**	**Quarterly training for mission support team staff on modularization and service packages**	**80 staff of missions and Global Service Centre trained per financial year**
• Ensure the quality of new modularization standardized components	Testing and prototyping of security structures and accommodation units	One ballistic test conducted and two modifications prepared per financial year

Table 4
Key performance indicators for the modularization pillar

Goal	*Output*	*Key performance indicator*
• Availability of service package designs	Design of modular service packages as per plan	2 service packages developed or revised per financial year
• Developed enabling capability	Scopes of work for external enablers complementing service package development	2 scopes of work developed per financial year
• Establish mission support team capability	Mission support teams developed, trained and functional	3 mission support team rosters established with trained team leaders per financial year

Note: Revision of strategic deployment stocks according to the requirements of the modularization pillar is being developed by the modularization team.

Modularization: five-year plan

45. Modularization will include the following service packages:

(a) 200-person camp: a medium-sized camp designed to fit into a 260m^2 (6.7 ha) area which can contain variants of each identified module, including accommodation for military, police and civilians or a combination of all three components, with offices and other service installations. The design package of the 1-B 200-person camp has been completed;

(b) 1,000-person base: a large-sized camp designed for an area of 25 ha to accommodate a full battalion and its support elements. This design can be configured to serve as a mission or sector headquarters;

(c) 50-person outpost: a location to accommodate troop- or police-contributing countries at platoon strength with additional elements or an observer group, on a 0.67-ha site;

(d) Expeditionary: a preparatory camp for a civilian or observer group planning for a major or protracted operation either in situ or elsewhere. The packaging size of all elements can be handled by two persons (maximum 40 kg per component). The expeditionary kits are fully scalable;

(e) Logistics base: a combination of modules catering to the functional requirement of a logistics base. The service package is configured to provide accommodation for logistics staff and support elements of the base;

(f) Airbase: a package meeting the functional requirements of a small airport enabled to handle fixed- and rotary-wing aircraft, as well as accommodation for staff and support elements. The specialized equipment of an airbase is proposed as an externally sourced capability.

Achievements and next steps

46. The five-year modularization plan comprises three phases. Each phase involves a review of the product offerings, holdings of strategic deployment stocks and enabling capacities, including system contracts. Four generations (A, B, C and D versions) of the service packages are planned.

Phase 1

47. The achievements of phase 1, which commenced in July 2010, are as follows:

(a) Designs for the first generation 1-A 200-person camp and refined 1-B 200-person camp;

(b) Phase 1-A module available in June 2011 as planned;

(c) Two projects (specialized shelter and 1-B modular 200-person camp) being deployed to UNIFIL;

(d) Several modular projects under development for UNSOA using the 1-A modules, including high-security infrastructures;

(e) Two projects for modular high-security warehouse and specialized shelter being developed for UNAMI;

(f) 200-person kitchen modules set for deployment to UNAMI;

(g) Two wastewater plant modules prepared for the United Nations Disengagement Observer Force;

(h) Initial concept design for the 1000-person base camp, the 50-person outpost and the definition of the expeditionary package;

(i) 19 modules designed to make up the 200-person camp product;

(j) Mission support teams established and trained.

Phase 2

48. Phase 2 includes the development of new service packages, including the logistics base and airfield base; Geographic Information System and Public Information Office modules; the expeditionary module; prototypes for the utilization of modified containers as office and living accommodation, ablution units, high-security shelters and guard towers; ballistics tests on the high-security shelter to

confirm the safety of the design; review of the strategic deployment stocks composition to align it with the identified modules; and the further development of mission support teams.

49. Eleven expression of interest notices were issued to invite Member States and the private sector to express their interest: supplying external enabling capabilities. A statement of work is being developed. During the first quarter of 2012, a request for proposal will be issued with a view to the provision of enabling capabilities. The implementation of the modularization concept will allow for the procurement of smaller, discrete components to increase the number of capable suppliers and increase competition.

Phase 3

50. Phase 3 will see the design of 1C and 1D versions of the 200-person camp, 50-person outpost, 1,000-person base, air base and logistics base, incorporating lessons learned from the implementation of previous versions. During this phase, a review will assess the need for alternative packages and additional modules. By the end of phase 3, systems contracts will have been revised on the basis of (a) the updated designs of the packages and modules; (b) new technologies; and (c) experience gained during the four years of the project, coupled with ongoing regular consultations and feedback from Member States.

51. An updated timeline for modularization is provided in the annex to the present report.

VI. Service centres

A. Global Service Centre

Objectives

52. With regard to the reprofiling of the United Nations Logistics Base at Brindisi, Italy, as the Global Service Centre, the Advisory Committee on Administrative and Budgetary Questions, in paragraph 163 of its report (A/65/743), observed that the submission of a more detailed proposal was needed in order to enable Member States to have a more complete picture of the envisaged configuration of the Centre and its relationship with Headquarters, as well as a better understanding of the Secretary-General's new service delivery model and the operational role that could be played by the Centre. Such a proposal would also serve as a road map for following up on progress towards the future direction of the Centre during the implementation of the different phases of the reprofiling and mapping exercises. The present report responds to this request in outlining the functional structure of the Global Service Centre.

53. The Global Service Centre is a unified concept: it would be deployed in two locations, Brindisi, Italy, and Valencia, Spain. Its end-state will be achieved through: (a) leveraging existing infrastructure and (b) integrating existing capacities in the United Nations Logistics Base at Brindisi and the United Nations Support Base at Valencia through the transfer of functions and related posts from the Department of Field Support headquarters.

54. The functional structure of the Global Service Centre is based on two main capacities: support services and supply-chain management. Resolution 65/289 (para. 86) recalled paragraphs 12 and 14 of section VI of resolution 64/269, in which the Assembly recognized that delivering modularized service packages at the United Nations Logistics Base at Brindisi was aimed at enhancing the operational effectiveness of field missions. Stressing the importance of proceeding in that regard, the Assembly decided that the Global Service Centre at Brindisi would configure and manage global service packages. Thus the investments already made in the United Nations Logistics Base would be leveraged as the Base is reprofiled as the centre for the delivery of service expertise to the field in the areas of logistics and information and communications technology, including the delivery of integrated supply-chain management and modularization. Likewise, it is proposed that the investments made in the United Nations Support Base at Valencia be leveraged so that, in addition to serving as a secondary active telecommunications site for disaster recovery and enterprise data centre, it will become a centre for service expertise in the areas of field personnel management and field budget and finance. Through this approach, the Global Service Centre will assume operational and transactional functions currently performed by the Department of Field Support headquarters and enable the Department to consolidate its focus on the provision of strategic direction, oversight and policy guidance with Secretariat implementing partners. The Global Service Centre will serve as the operational arm of the Department of Field Support headquarters and thereby mitigate the tendency of the headquarters to focus too closely on detailed operational issues to the detriment of more strategic, longer-term priorities. These detailed operational issues can be delegated and better managed by the Global Service Centre so as to improve service delivery to the field. A description of the functions proposed for transfer in order to accomplish this objective is contained in paragraph 57 below.

Observations and guidance of the General Assembly

55. The transformation is being achieved while ensuring adherence to paragraph 87 of resolution 65/289, in which the Assembly reaffirmed paragraph 16 of section VI of resolution 64/269, in which it stressed that functions primarily involving interactions with Member States, particularly troop-contributing countries, would continue to be located at Headquarters. To ensure that this is the case, specific proposals on functions and resources to be transferred to the Global Service Centre (United Nations Logistics Base at Brindisi or United Nations Support Base at Valencia) are presented in the context of the support account for peacekeeping operations and the budget of the United Nations Logistics Base for 2012/13, for the consideration of the General Assembly at its sixty-sixth session.

Implementation activities, timeline and monitoring of impact

56. In its resolution 65/291, the General Assembly endorsed the conclusions and recommendations of the Advisory Committee (A/65/743/Add.12). The Committee recommended approval of the Secretary-General's approach to reprofiling the Brindisi Base as the Global Service Centre and considered that the consolidation and streamlining of structures made it an opportune time for reviewing administrative processes, eliminating inefficient and duplicative procedures and improving methods of work. To this end, the Global Service Centre focused its implementation activities in Brindisi on the completion of the reprofiling plan in

accordance with the timeline presented by the Secretary-General (A/65/743/Add.12, annex III). Implementation activities are described in detail in the budget proposal for the United Nations Logistics Base for 2012/13.

Achievements and next steps

57. Proposals for processes and functions for transfer to the Global Service Centre are set out in the proposed budgets for the support account for peacekeeping operations and the United Nations Logistics Base for 2012/13, and include: (a) global asset and material management for engineering supply and surface transport; (b) mission operational support; (c) strategic deployment stocks; (d) mission liquidation team; (e) recruitment for the Field Personnel Division; and (f) capacity-building.

58. Specific posts to be transferred to the Global Service Centre, as well as details regarding next steps according to the timeline for the reprofiling of the United Nations Logistics Base as the Global Service Centre included in annex II to the report of the Advisory Committee (A/65/743/Add.12), will be presented in the proposed budgets for the support account for peacekeeping operations and the United Nations Logistics Base for 2012/13.

B. Regional Service Centre at Entebbe

Objectives

59. By its resolution 64/269 (para. 17), the General Assembly decided to establish the Regional Service Centre at the logistics hub at Entebbe, Uganda, with the functions proposed by the Secretary-General (see A/64/660, annex IX). The Regional Service Centre at Entebbe consolidates routine back-office transactional support functions for the regional missions it serves. The participating missions include the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), UNMISS, UNISFA, UNSOA, the United Nations Office in Burundi (BNUB) and the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA). The Assembly stressed that the establishment of the Regional Service Centre must respect the principle of separate financial arrangements for missions and that its resources and the volume of its activities were scalable, reflecting the start-up, expansion, drawdown or closure of the field missions served. The Assembly also stressed that the staffing of the Centre would be achieved mainly through redeployment from field missions. Accordingly, the posts, positions and related costs of the Regional Service Centre at Entebbe are reflected in the respective budget proposals of the participating missions on a yearly basis.

60. The Advisory Committee, in paragraph 148 of its report (A/64/660), recommended that the Secretary-General proceed progressively with back-office service delivery at the Regional Service Centre in the first year of implementation in order to gain experience with the provision of common services on a multimission basis. The Committee also recommended that the Secretary-General elaborate a plan for the further development of back-office functions based on lessons learned, taking into account the potential benefits and impact on the operations of field missions, as well as start-up and other costs.

Observations and guidance of the General Assembly

61. In paragraph 89 of its resolution 65/289, the General Assembly noted the results achieved to date in enhancing effective service delivery through the Regional Service Centre at Entebbe. The Advisory Committee recommended that an assessment of the first phase of the transfer of functions to the Centre be undertaken in the context of the second progress report, to include details of improvements in the quality of service delivery, efficiency gains and cost savings, as well as information on the consolidation of posts (A/65/743, para. 175).

62. The Advisory Committee emphasised that the present report should provide information on the efficiency gains and economies of scale expected through the consolidation and centralized provision of back-office functions through a shared service centre, with benchmarks and baseline information (A/65/743, para. 177). The General Assembly, in paragraph 88 of its resolution 65/289, noted with appreciation the performance of the Transportation and Movements Integrated Control Centre.

63. The General Assembly, in paragraph 91 of resolution 65/289, requested the Secretary-General, on an annual basis and in a consolidated manner, to provide information on the financial and human resources provided by client missions to the Regional Service Centre at Entebbe and on the shares of the resource requirements for the individual client missions provided in their respective budget proposals, as well as information on the vacancy rates, expenditures and budget performance of the Centre. This information is presented in a separate report for the consideration of the General Assembly.

Implementation activities, timeline and monitoring of impact

64. As noted in the first report of the Secretary-General on progress in implementation of the global field support strategy (A/65/643, para. 48), the implementation of the Regional Service Centre is envisaged in two phases. The first, initiated 1 July 2010, focused on the establishment of a governance framework and the integration into the Centre of various existing pilot projects (including check-in and check-out processing, education grant processing for the participating missions, the operation of a regional training and conference centre and the Transportation and Movements Integrated Control Centre). Phase II, initiated on 1 July 2011, is ongoing and is focused on incorporating the identified functions to support the Centre in improving service delivery and achieving economies of scale. Phase II prioritizes the analysis of financial and human resources processes, while the business cases for information and communications technology regionalism, regional property management, archiving and records management and regional medical services are being finalized for consideration of the Regional Service Centre Steering Committee.

65. The Regional Service Centre Steering Committee has defined business continuity as first priority for phase II; in that regard, the Centre has adopted a six-step process in which stakeholder missions and the Department of Field Support headquarters are actively engaged. The steps are set out below:

(a) Assessment: first level of evaluation in the transition process. Possible functions for transfer to the Regional Service Centre are identified through the application of the global field support strategy standard project methodology to

arrive at business cases that include feasibility and risk analysis, as well as timelines for the evaluation of the Regional Service Centre Steering Committee;

(b) Absorption: clusters group functions together in common facilities. Mission functions and personnel are moved to the Regional Service Centre and continue to conduct business as they did in the mission. Each mission function, a cluster, is co-located with similar clusters (e.g., co-location of UNMISS payroll with MONUSCO payroll);

(c) Rationalization: establishes targets and baselines and, once similar clusters have been co-located in the Regional Service Centre, identifies and eliminates duplication and reduces latencies. Results in an initial reduction in posts and refocuses resources for process re-engineering;

(d) Integration: combines function elements, standardizes processes and practices, enhances and develops capacity and prepares for re-engineering;

(e) Re-engineering: reworks functions, systems, processes and practices, establishes key performance indicators and targets, and defines risk mitigation actions. Involves the major transition to new systems, processes and practices, prioritizing International Public Sector Accounting Standards and Umoja alignments, which are key to optimizing efficiencies and service delivery;

(f) Continuous improvement: establishes processes for ongoing service improvements, refinements, efficiencies and enhancements.

66. Phase I projects are at the re-engineering step. Baselines and key performance indicators have been established and processes have been redesigned for optimization. Phase II projects are at the absorption step. A communications strategy is being developed to assist the process. UNMISS elements in the process of being absorbed by the Regional Service Centre include finance (aspects of field-based payroll, payments, cashier and accounts) and human resources (international recruitment, post management, time and attendance). Workshops for the finance and human resources components of MONUSCO and UNAMID are currently under way to facilitate the movement of those functions to the Centre.

67. The rationalization and integration steps for the finance and human resources functions of MONUSCO, UNMISS and UNAMID are expected to be completed by June 2012. Planning for the re-engineering step for those functions will begin in early to mid-2012; the re-engineering step of the finance and human resources functions is planned for the 2012/13 financial period.

Achievements and next steps

Improvements in service to the missions

68. Check-in/check-out processing is now electronic and uses the first version of the Field Support Suite system module. During the period 2010/11, there were 171 check-ins and 718 check-outs of MONUSCO personnel. This process has been benchmarked against key performance indicators (see table 5).

Table 5
Key performance indicators for check-in/check-out functions
(Percentage)

Key performance indicators	*To July 2010*	*July 2010-June 2011*	*July-September 2011*
Check-ins: 98 per cent completed in 2 days	>95	>98	>98
International check-outs: 98 per cent completed in 1 day	>95	>98	>98
Military check-outs: 98 per cent completed in 3 days	>98	>98	>98

69. The Education Grant Unit processes requests for UNAMID, MONUSCO, BNUB, UNMIS, the United Nations Mission in the Central African Republic and Chad (MINURCAT) (now liquidated), BINUCA, the United Nations Political Office for Somalia, UNSOA and non-regional service centre missions (including the United Nations Mission for the Referendum in Western Sahara, the United Nations Operation in Côte d'Ivoire (UNOCI), the United Nations Peacebuilding Support Office in Guinea-Bissau, the United Nations Integrated Peacebuilding Office in Sierra Leone, the United Nations Mission in Liberia, the United Nations Office for West Africa and the United Nations Office to the African Union) in an effort to harmonize services within geographical locations. During 2010/11, the Unit received 4,120 requests from missions supported by the Regional Service Centre and 1,096 from other missions, for a total of 5,216 education grant requests. During the re-engineering step, the required analyses are being undertaken to evaluate the integration of education grant processing in the Global Service Centre. This process has been benchmarked against key performance indicators (see table 6).

Table 6
Key performance indicators for education grant functions
(Percentage)

Key performance indicators	*To July 2010*	*July 2010-June 2011*	*July-September 2011*
Processing time peak period (July-Oct): 96 per cent of claims completed in 7 weeks	Average weeks 11	>96	>96
Processing time peak period (July-Oct): 96 per cent of claims completed in 7 weeks	Not available	>96	Not available
Average number of claims returned to mission: <15 per cent	Average: 40	Average: 25	Average: 25

70. During the 2010/11 period, the Regional Training and Conference Centre delivered training to 2,604 participants. This process has been benchmarked against key performance indicators and an automated client satisfaction survey has been implemented to capture the data (see table 7).

Table 7
Key performance indicators for Regional Training and Conference Centre functions
(Percentage)

Key performance indicators	*To July 2010*	*July 2010-June 2011*	*July-September 2011*
Response to training requests received: 98 per cent in 24 hours	98	98	98
Conference/course coordinators and trainers satisfaction: 70 per cent approval	98.20	97.70	98.80

71. During the 2010/11 period, the Transportation and Movements Integrated Control Centre oversaw 37 rotations for MINURCAT, MONUSCO, UNOCI, UNAMID, UNIFIL and UNMIS. This process has been benchmarked against key performance indicators (see table 8).

Table 8
Key performance indicators for Transportation and Movements Integrated Control Centre functions
(Percentage)

Key performance indicators	*To July 2010*	*July 2010-June 2011*	*July-September 2011*
Response to client requests: 98 per cent completed in 1 day	>98	>98	>98
Troop deployment, rotations and repatriation requests: planning >30 days prior to move	>30 days	>30 days	>30 days
Other deployment requests: 95 per cent completed in 5 days	>95	>95	>95

Efficiencies

72. The Transportation and Movements Integrated Control Centre achieved two types of savings for the fiscal period 2010/11 through the coordination of air asset utilization. The first relates to the centralized planning of troop rotations, which allows the use of long-term charters as opposed to short-term charters. The use of long-term charters allows for additional flexibility in the planning of rotations. Savings are set out in table 9.

Table 9
Savings achieved by the Transportation and Movements Integrated Control Centre: optimized troop rotations
(Thousands of United States dollars)

	UNAMID	*UNMISS*	*MONUSCO*	*MINURCAT*	*Others*	*Total*
Short-term charters	3 044.60	468.40	2 092.10	4 743.10	244.00	10 592.20
Long-term charters	2 421.70	485.00	2 004.80	1 983.40	244.00	7 138.90
Savings	**622.90**	**16.60**	**87.30**	**2 759.70**	—	**3 453.30**

73. The second type of savings achieved by the Transportation and Movements Integrated Control Centre relates to the optimization of air assets. The savings realized to June 2011 are shown in table 10.

Table 10
Savings achieved by the Transportation and Movements Integrated Control Centre: optimization of air assets
(United States dollars)

Mission	*Aircraft*	*Amount*
United Nations Organization Mission in the Democratic Republic of the Congo/ United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	1xDash 8	3 600 000
	1xBeachcraft1900	2 100 000
	1xLearjet	3 800 000
	1xAn24	1 600 000
	2xMI-26	10 500 000
	1xIL-76	4 200 000
	1xL-382	3 900 000
United Nations Mission in the Central African Republic and Chad	1xCRJ	2 900 000
African Union-United Nations Hybrid Operation in Darfur	1xL382/C130	7 900 000
	1xIL76	3 700 000
	5xrotary wing	5 600 000
	1xMD-83 (6 mo.)	3 600 000
United Nations Mission in the Sudan	1xC-130	7 900 000
Total	**18 aircraft**	**61 300 000**

74. The transfer of functions to the Regional Service Centre allows for savings associated with the status of Entebbe as a family duty station, as endorsed by the General Assembly in its resolution 65/248. Table 11 summarizes the savings associated with transfers to be finalized by June 2012.

Table 11
Savings associated with the hosting of finance and human resources functions in a family duty station
(United States dollars)

Mission	*Total international posts transferred*	*Annualized one-time installation cost (five years)*	*Annualized savings (family duty station)*	*Additional costs*	*Total savings*
United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	37	80 546	1 115 836	299 990	735 300
African Union-United Nations Hybrid Operation in Darfur	32	74 275	1 570 186	226 240	1 269 671
United Nations Mission in South Sudan	47	109 073	1 665 953	332 290	1 224 590
Total	**116**	**263 894**	**4 351 975**	**858 520**	**3 229 561**

75. As a result of the implementation of the rationalization step described above (para. 65 (c)), a 10 per cent reduction in posts can be achieved. Reductions for the current cycle (19 posts) are presented in the budget submissions of the participating missions for 2012/13.

76. The centralization of transactional functions in the Regional Service Centre as a family duty station also affords an increase in productivity associated with the rest and recreation cycles. Table 12 presents the impact for the 116 international posts being transferred. The net impact is equivalent to a 10.5 per cent increase in available resources. There is also a benefit associated with the continuity of staff in a job. This increased productivity will be utilized to reassign staff in order to perform the integration, re-engineering and continuous improvement steps (see para. 65 (f) above) without the need for additional resources. Once the steps have been finalized, additional post savings will be achieved including as a result of productivity gains.

Table 12
Productivity increase associated with the absence of rest and recreation in a family duty station, expressed in full-time equivalent

	International posts	*Rest and recreation cycle*	*Rest and recreation days*	*Annual cycle rate*	*Annual rest and recreation days*	*Total days savings*	***Full-time equivalent***
United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	37	8	5	4.5	22.5	832	**3.2**
African Union-United Nations Hybrid Operation in Darfur	32	6	5	6	30	960	**3.7**
United Nations Mission in South Sudan	47	6	5	6	30	1 410	**5.4**
Total	**116**					**3 202**	**12.3**

Full implementation of the service delivery model: regional service centres for West Africa and the Middle East

77. The regional service centre model represents a response to the requirement to empower the field to undertake operational service delivery through a mechanism that addresses the limitations inherent in the austere deployment conditions under which the majority of field missions exist, while ensuring adherence to the existing command and control structures. As such, regional service centres represent not an additional layer between the field missions and Department of Field Support headquarters, but an operational arrangement by which missions with regional proximity can physically co-locate staff performing operational and transactional functions that do not need to be performed in situ in the missions. The aim is to achieve economies of scale and efficiencies while minimizing mission footprints. The regional service centre model is designed to maintain mission chain-of-command, while affording directors and chiefs of mission support a mechanism with which to deliver timely and effective service in a manner that also reduces their administrative burden in situ by obviating the need for each mission to create stand-alone structures, and to house and support these staff, given limited mission infrastructure and mission security environments. Service-level agreements between the participating missions and the Regional Service Centre set out service delivery requirements. This pooling of regional resources yields both management efficiencies and cost reductions. By linking the Regional Service Centre directly with the budgets of the missions it serves, the chief of the Centre is structurally motivated to deliver improved service while ensuring the optimized use of mission resources.

78. In its resolution 65/289, the General Assembly noted the results achieved to date in enhancing effective service delivery through the Regional Service Centre at Entebbe (para. 89). Given the positive impact of the establishment of the Regional Service Centre at Entebbe, the end-state vision for the global field support strategy includes the full support model implementation by which geographically related missions will all be served by similar Regional Service Centres. The establishment of two additional such centres to serve missions in the regions of West Africa and the Middle East is proposed.

79. The proposals for new regional service centres to support missions in West Africa and the Middle East adhere to the directives given by the General Assembly in its resolution 64/269 (sect. VI, paras. 22, 23 and 25), in which the Assembly stressed that the establishment of such a centre must respect the principle of separate financial arrangements for missions and that its resources and the volume of its activities are scalable, reflecting the start-up, expansion, drawdown or closure of the field missions that it serves, and requested the Secretary-General, when developing budget proposals for the missions to be served by a regional service centre, to reflect the posts, positions and related costs of such a Centre in the respective budget proposals, including the results-based-budgeting framework, and to present more than one option for any future proposed regional service centres for the consideration and approval of the General Assembly.

80. Table 13 provides a proposed support breakdown. Should the establishment of these two centres be endorsed in principle by the General Assembly, the Secretary-General will seek proposals from Member States through established mechanisms in

order to ensure full transparency and optimal results in the site selection process in conformity with criteria set forth by the General Assembly.

Table 13
Proposed mission breakdown for regional service centres to support missions in West Africa and the Middle East

Mission	*Support staff*	*Budget (millions of United States dollars)*
Middle East		
United Nations Interim Force in Lebanon	1 850	545.5
United Nations Assistance Mission in Afghanistan	940	270.0
United Nations Assistance Mission for Iraq	976	201.5
United Nations Truce Supervision Organization	382	69.7
United Nations Peacekeeping Force in Cyprus	236	56.5
United Nations Disengagement Observer Force	290	50.6
United Nations Military Observer Group in India and Pakistan	142	22.8
Office of the United Nations Special Coordinator for the Middle East Peace Process	46	9.3
Office of the United Nations Special Coordinator for Lebanon	32	9.0
Special Adviser of the Secretary-General on Cyprus	6	3.4
United Nations Regional Centre for Preventive Diplomacy for Central Asia	17	3.1
	4 917	**1 241.4**
West Africa		
United Nations Mission in Liberia	2 067	525.6
United Nations Operation in Côte d'Ivoire	1 380	486.7
United Nations Mission for the Referendum in Western Sahara	389	61.4
United Nations Interim Administration Mission in Kosovo[a]	362	44.9
United Nations Integrated Peacebuilding Office in Sierra Leone	62	16.6
Cameroon/Nigeria Mixed Commission	7	8.7
United Nations Integrated Peacebuilding Office in Guinea-Bissau	60	18.4
United Nations Office for West Africa	68	7.7
United Nations Regional Office for Central Africa	17	3.5
	4 412	**1 173.5**

Note: Includes operations led by the Department of Political Affairs.

[a] Servicing of the United Nations Interim Administration Mission in Kosovo still to be determined.

VII. Human resources framework

Objectives

81. The human resources framework of the global field support strategy will establish a workforce trends analysis capability to address gaps in field deployment and will introduce a more strategic service delivery model to improve field recruitment and succession planning.

Implementation activities, timeline, monitoring of impact, achievements and next steps

82. Progress has been made in the following areas:

(a) Workforce planning and outreach: a benchmarking exercise to determine standard requirements was conducted. More than 145,000 applications for existing and projected job openings were received (April 2010-July 2011). Targeted outreach efforts to address disparities in terms of the representation of women, underrepresented countries, and troop- and police-contributing countries gathered pace. Efforts to address these imbalances included an increase in the size of the network of governmental and professional organizations from 300 to 800;

(b) Recruitment and selection: centrally managed staffing develops rosters of qualified candidates for existing and projected vacancies vetted by a central review body and available for immediate selection by field missions. More than 4,200 candidates were added to standby rosters in the reporting period. As at 1 November 2011, 347 generic and mission-specific job openings were advertised. Approximately 8,900 roster clearances across 24 job families were made, doubling previous totals. In 2011, a major campaign was launched for job openings in the international Field Service category. More than 27,000 applications were received for 16 generic job openings in eight job families. The field central review body reduced the average number of days required to process a case from 68 (1 July 2009-30 June 2010) to 35 days (1 July 2010-30 June 2011). As reform in the area of human resources continues, a positive trend in the reduction of vacancy rates[2] from 23.5 per cent in June 2009 to 18 per cent in June 2011 has been achieved. While progress is being made in the implementation of the roster management system, delays in some job families need to be addressed. The Department of Field Support will evaluate with implementing partners the current roster management system to identify areas for further process improvements and streamlining;

(c) Succession management: to further develop succession- and talent-management capacities, the Department of Field Support launched, together with eCornell, a certification programme for human resources field and Headquarters practitioners; approximately 300 human resources practitioners enrolled. In addition, the "Guide for managers to address and resolve poor performance" serves as a resource to shape the future workforce;

(d) Conditions of service: the introduction on 1 July 2011 of a non-family hardship allowance ensures that staff members serving in non-family duty stations receive an additional amount in recognition of the increased level of financial and

[2] Vacancy rates represent average vacancy rates of all aggregated mission posts for internationally recruited staff.

psychological hardship resulting from involuntary separation from families and additional costs related to such service;

(e) **Business intelligence (analysis and reporting): new detailed data and analytical reports on roster-based recruitment, turnover analysis and gender balance, together with enhanced reports on vacancy rates by mission and job families,** facilitate the analysis of critical job openings;

(f) Customer service integration: working in close coordination with the Office of Human Resources Management, additional authorities were delegated to missions, including: full appointment, selection and recruitment authority, extension of appointment and additional operational authorities (for example, special post allowance, special leave without pay, rental subsidy, travel of staff members and dependants). Subject to the General Assembly's approval of proposals for transfer from Department of Field Support headquarters (Field Personnel Division), to the Global Service Centre, additional delegations of authority would be sought to support the Centre;

(g) Governance and organizational performance: as part of the revised governance and organizational performance structure described in the report of the Secretary-General entitled "Overview of human resources management reform" (A/65/305), the human resources management scorecard was introduced, effective 1 July 2011. It focuses senior management on strategic priorities, and measures the performance of departments, offices and missions in terms of their human resources functions.

VIII. Conclusions and next steps

83. The global field support strategy continues to support the evolution of the Department of Field Support through a change-management process to arrive at a functional end-to-end service delivery model. The Department is positioned to deliver the benefits of this model. While the momentum to implement the four pillars will be maintained, further strategic development will be concentrated on supporting this transformation in a phased manner. Risk analysis will continue to underpin the transformation process so that continuity of service delivery is not compromised but continually enhanced.

IX. Actions to be taken by the General Assembly

84. **The General Assembly is requested to:**

(a) **Take note of the present report;**

(b) **Endorse the concept of regional service centres for missions in West Africa and the Middle East, in accordance with the General Assembly's directives in its resolution 64/269 (paras. 22, 23 and 25);**

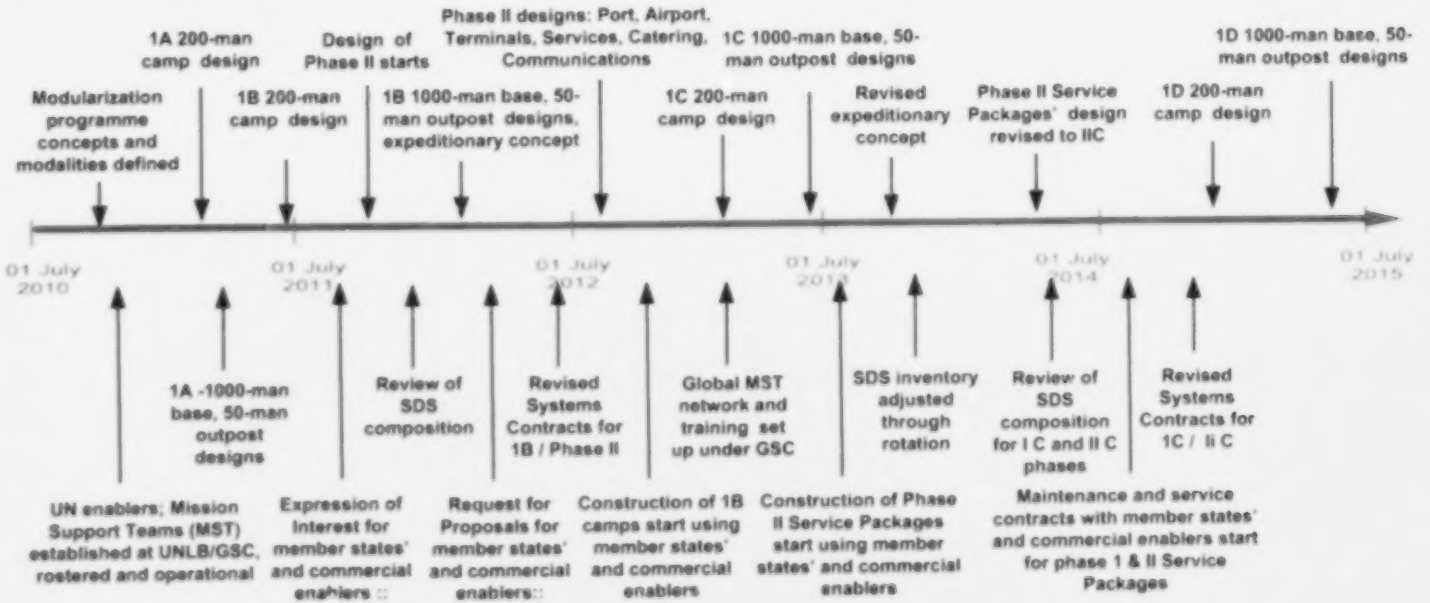
(c) **Request the Secretary-General to seek proposals from Member States through established mechanisms in order to ensure full transparency and optimal results in the site selection process, to be presented to the Assembly for its approval in the context of its sixty-seventh session.**

Annex

Updated timeline for modularization

C-34 bimonthly briefings, workshops, progress reporting for C34, the Advisory Committee on Administrative and Budgetary Questions, support account and Global Service Centre budgets

Modularization working group, technical experts group and sub-working groups meetings, workshops and seminars


Modularization programme concepts and modalities defined
1A 200-man camp design
1B 200-man camp design
Design of Phase II starts
1B 1000-man base, 50-man outpost designs, expeditionary concept
Phase II designs: Port, Airport, Terminals, Services, Catering, Communications
1C 200-man camp design
1C 1000-man base, 50-man outpost designs
Revised expeditionary concept
Phase II Service Packages' design revised to IIC
1D 200-man camp design
1D 1000-man base, 50-man outpost designs
01 July 2010
01 July 2011
01 July 2012
01 July 2013
01 July 2014
01 July 2015
UN enablers; Mission Support Teams (MST) established at UNLB/GSC, rostered and operational
1A -1000-man base, 50-man outpost designs
Expression of Interest for member states' and commercial enablers ::
Review of SDS composition
Request for Proposals for member states' and commercial enablers::
Revised Systems Contracts for 1B / Phase II
Construction of 1B camps start using member states' and commercial enablers
Global MST network and training set up under GSC
Construction of Phase II Service Packages start using member states' and commercial enablers
SDS inventory adjusted through rotation
Review of SDS composition for I C and II C phases
Maintenance and service contracts with member states' and commercial enablers start for phase 1 & II Service Packages
Revised Systems Contracts for 1C / Ii C

Notes:

1. The design, development and implementation of both phase I and II will continue through the remaining three years of the global field support strategy.
2. The construction of modularized service packages will be initiated by missions' enabling capabilities and existing resources, augmented by mission support teams and strategic deployment stocks.
3. Mission support teams will be developed into a global deployable enabler with uniform training, procedures and capacity.